

~~CONFIDENTIAL~~ 6 NOV 1964

**MEMORANDUM FOR:** Chief, Special Activities Staff

**SUBJECT :** Briefing Paper on Applicant Review Panel, Overseas Candidate Review Panel, and Personnel Evaluation Board

1. Current consideration of the Inspector General's "post-mortem" recommendations has prompted the need for a briefing paper describing the respective roles of the Applicant Review Panel, the Overseas Candidate Review Panel, and the Personnel Evaluation Board. Such a paper will, I believe, be extremely useful to senior Agency officials who are deliberating the alternative proposals which have been made regarding the review of personnel prior to overseas assignment and of cases in which an employee is returned short of completion of his tour.

2. I believe such a briefing paper should emphasize the importance of a decision at Agency level on matters pertaining to the suitability of Agency employees whether for initial employment, overseas assignment, or retention. Such decisions must give due weight to the Career Service evaluation of the individual and to operational considerations affecting his utilization but, in the final analysis, such decisions must minimize the risk of accepting or retaining in Agency employment individuals whose unsuitability can be demonstrated by past records or the professional judgment of the technical offices concerned.

3. It is requested that you prepare on a priority basis a briefing paper describing the Agency mechanisms which have been established to consider questions of suitability -- the Applicant Review Panel, the Overseas Candidate Review Panel, and the Personnel Evaluation Board (former Disposition Board). The paper should delineate the scope and functions of each of these bodies and might, I believe, follow the general outline suggested below.

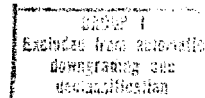
a. Scope and purpose of group: what kinds of questions or cases does it consider, what considerations apply in its conclusions, why has it been established.

b. Membership: what elements are represented and what are their respective contributions? (Note, for example, reasons for excluding operating and career service elements from the Applicant Review Panel but the importance of their participation in the Overseas Candidate Review Panel and the Personnel Evaluation Board.)

c. Decisions and recommendations: indicate the types of recommendations which might be made; to whom are the recommendations of the group submitted for approval; who has responsibility for further action or follow-up; how disagreements are resolved.

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4. Since I believe that a decision is to be made early regarding the IG's recommendations and the broader proposal of the Deputy Director for Plans to assign primary responsibility for suitability determinations at the Career Service level rather than at Agency level, it is requested that you complete your first draft of this paper for discussion with me on 10 November.

/s/ Emmett D. Echols

Emmett D. Echols  
Director of Personnel

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